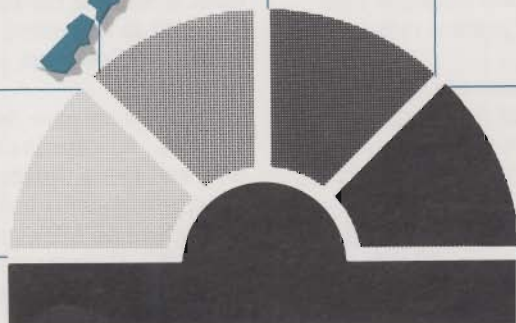


# intercom

HP Intercontinental Operations News

FY 1986 — Second Quarter



A new foundation

## HP unveils Spectrum products in worldwide press conference

**S**pectrum — for months the very name created excitement and speculation in the business and technical world and in the press. Then on February 25 in a worldwide press conference, Hewlett-Packard unveiled the first products to emerge from the five-year research effort code-named Spectrum. They are high-end extensions of the company's HP 3000 business systems: the Series 930 which will be shipped by the end of this year, and the Series 950 available in mid-1987.

The development of a new computer architecture as the foundation for next-generation computing products was centered in the Information Technology Group and involved 20 divisions.

The result is HP Precision Architecture, (code-named Spectrum) based on the principles of reduced-instruction-set-computing (RISC) design that emphasizes design simplicity. "But we've gone far beyond RISC," said John Young, president and chief executive officer. "Fully two-thirds of the engineering achievement behind our new systems is tied to features that don't involve RISC."

Along with additions to the central processing unit, HP introduced an enhanced operating system, a new database management system (HP ALLBASE/XL), a new compiler family and an enhanced network I/O (input/output) system which permits connection to HP peripherals as well as industry-standard buses.

The Series 930 and the Series 950 are fully compatible with earlier HP 3000 models and offer system throughput up to three times greater than the Series 68, currently the line's top model.

Also announced was the HP 3000 Series 70, based on conventional HP 3000 technology. It offers a 20 to 35 percent performance improvement over the Series 68, but is priced 20 percent lower.

The Intercon Regions started planning in mid-1985 for the February introduction of the Spectrum products. The first major pre-intro event occurred last December when a series of RISC symposiums were held in seven Intercon countries—Japan, Taiwan, Korea, Singapore, Malaysia and Australia. Mexico also held a symposium in February. The symposiums were designed to introduce and establish credibility for RISC architecture among key "market influencers."

Professor David Patterson from the University of California at Berkeley was the featured speaker at the symposiums. He is a professor of computer science. His presentation included RISC's history and concepts and RISC research and architecture.

Following the RISC symposiums an advance press briefing for Spectrum was held in Palo Alto January 27-29.



*It's a hit! That's what Joel Birnbaum, vice president and director of HP Labs, seems to be thinking about the new Spectrum products as he pauses for a moment at the workstation of a lab employee.*

Twenty-one key business and computer trade press editors from Japan, the Far East, Australasia and Latin America participated in this event. Major Canadian publications were briefed on Spectrum as part of the U.S. press tour in early February.

John Young gave the editors an overview of the Spectrum program. Joel Birnbaum explained HP's precision architecture, and Doug Spreng talked about HP's new commercial Spectrum systems and software. In addition, presentations were given on HP's marketing strategies in the areas of office/PC, Computer-Integrated Manufacturing (CIM), and computer-aided engineering (CAE).



by Hans Kuendig



Then on February 25 the widespread speculation about HP's new Precision Architecture was answered during a worldwide press conference televised live from HP's Corporate Headquarters in Palo Alto. This press conference was televised live to 12 sites in Canada. In the five Intercon Regions, concurrent introductory events included a press conference, customer seminar and sales force briefing.

To support these introductions, a videotape closely duplicating the agenda for the U.S. press event was produced. The video, which includes presentations by John Young, Joel Birnbaum, Doug Spreng and Bill Parzybok, was selectively combined with local management presentations for the Spectrum introduction. A U.S. speaker was also available at each location to participate in the event and/or be available as technical back-up.

"The new HP Precision Architecture permits easy migration from current business and technical systems while providing a single, innovative foundation for many new systems in the future," said John Young.

"It promises customer benefits in price/performance, packaging, reliability and cost of ownership that should set new standards among competing products. But perhaps more important over the long run, it lends itself to future performance capabilities many times greater than today's systems."

He said HP's new architecture can be implemented in a variety of technologies (initially TTL and NMOS-III) and is easily scalable — both in terms of system size and application.

"No other major computer vendor has announced plans to offer such a broad range of products, all based on a single architecture, and fully independent of the technologies in which they're implemented," he said.

Juan Montermoso, Intercon's market development manager for the information systems network, commented, "with the price/performance breakthroughs of HP's Precision Architecture, we will penetrate new customer accounts. Furthermore, the positive interest in HP generated by the Spectrum program will help us to expand our computer systems business with current offerings. In the Intercon regions, this "leading edge" technology will also enhance HP's image as a significant innovator." ■

In the electronic business environment today, the rate of technology change is dramatic. Companies are frequently faced with the introduction of not only new products, but also new technologies. HP's new Spectrum Program, with its Precision Architecture technology, is a perfect example of this.

When a company introduces a new technology, which is unfamiliar to current and potential customers, it needs an idea . . . one that can communicate the advantages of the new technology, as well as create awareness and interest that will eventually lead to sales in the marketplace.

"What If" . . . you went to a local university and asked a well-known professor, someone who has supported and lectured on the subject of your new technology, to hold a series of educational symposiums for key publics of concern to your company. Well, that's exactly what HP's Intercontinental marketing team came up with.

"We decided," said Juan Montermoso, Intercon's market development manager for the ISN Sector, "that it was important to build awareness of HP's new RISC-based architecture around the Intercon marketplace. I guess it was Gary Gujral, Asia Marketing Center Manager for the ISN Sector, who first generated the idea, while we here at Intercon developed it and chose Dr. David Patterson", professor of Computer Science at the University of California, Berkeley.

After researching David's history a bit, it was easy to understand why he was chosen. David is recognized as one of the world's foremost authorities on RISC architecture. He was directly involved with one of the three original research development groups on RISC, and since 1980, has been a consultant to such companies as HP, DEC, Intel, Xerox, and Sun Microsystems.

David's "Traveling RISC Technology Show" began with the Pacific Basin countries. The first symposiums were held in Tokyo, Seoul, Taipei, Singapore, Kuala Lumpur, Sydney and Melbourne. Following this trip, and due to its success, a second leg of the tour was created for Mexico. Attendance was by invitation only, and consisted of market influencers such as professors, business professionals, selected members of the press and key customers.

The Far East schedule was brisk, with one symposium a day, including Saturday. As David put it, "with the amount of traveling, we all worked pretty hard." Each symposium was divided into three basic parts: A lecture for the general computer user, a lecture for the more technical computer user, such as programmers, and a question and answer period. Press interviews typically followed each symposium.

With all the hard work put in, it was time to reap the rewards. Although it is difficult to tangibly measure the suc-

*Continued on page 4*

**ON THE COVER** John A. Young, president and chief executive officer, is shown with the HP 3000 Series 930 and 950.



## "Traveling RISC Technology Show"



Dr. David Patterson

*Continued from page 3*

cess of this type of a campaign, all outward signs looked favorable.

As David noted, "Attendance was always high and larger than expected. There were plenty of questions (although some cultures felt more comfortable asking questions after the lecture, while others started in almost immediately) and many of them were fairly technical." In addition, the publicity received both before and after the symposiums was plentiful.

It would certainly be a mistake to analyze the success of this campaign by simply adding up the actual copy space and air time received. After all, it's not the amount of copy space received that counts, but more importantly, how much of your target audience was. Of equal importance is the question of how much of the "designed message" was conveyed to the target audience.

From the initial analysis, including participant feedback, the program was highly successful. In fact, a followup series of seminars in the Far East was held from March 10 thru the 31st. Michael Mahon, manager of HP's Systems Architecture Laboratory, was the speaker for this series.

The tour made several lasting impressions on David and his family, who accompanied him to the Far East. "We were very impressed with the emphasis on courtesy . . . you could sense the culture . . . years of good ideas being passed along."

One of the most memorable moments for David was his arrival in Korea. "As we drove up to the hotel, there was a large banner on the front that had my name on it. My kids came away incredibly impressed."

For those readers interested in the bottom line, here's a final question we asked David.

Q. When I spoke to you prior to your initial trip, I asked you what some of the key benefits of RISC technology were. You commented with, "Significantly improved cost performance, ease of integration, and ease of expansion." I then asked you what areas, if any, might present a problem to those people contemplating an investment in RISC technology. You commented, "Software compatibility." Having completed the RISC symposium tour, how do you feel HP has measured up to answering the compatibility question?

A. "Well, as Joel Birnbaum said, software compatibility was HP's number one priority for the Spectrum Program . . . it looks like they've succeeded . . . HP's new computer line marks a new foundation for HP. It represents a fundamental change in computer design and a technological edge for HP's customers."

**HP Computer Museum**  
**[www.hpmuseum.net](http://www.hpmuseum.net)**

**For research and education purposes only.**

## HP equipment has major role in World Cup games

**H**ewlett-Packard has been chosen to supply analytical equipment to Laboratorios ABC, a Mexican firm that will operate an antidoping center during the World Cup Football Championship to be held from May 31 to June 30 in Mexico. The firm specializes in industrial chemical analysis.

The Center's official name is "Centro Antidoping Mexico Mundial '86." It will be operated by a group of Mexican technicians supported by two Spanish technicians who were responsible for the antidoping operation during the World Cup held in Spain in 1982.

Besides an HP 3000 Series 37 located at the central site, there will be one personal computer (150 or Vectra) located at every stadium where the games take place. There will be 12 stadiums across Mexico where antidoping samples will be taken. Information such as players selected, teams, and the official responsible for the operation will be transmitted from the personal computers to the HP 3000.

The antidoping laboratory is equipped with the following HP equipment:

- Two gas chromatographs series 5890
- One liquid chromatograph model 1090
- One spectrophotometer ultra violet visible model 8451A
- Two mass detector systems, model 5970B

These instruments will allow the technicians at the laboratory to separate, count and identify the components from the samples taken from the players. The antidoping tests are required by the International Federation for Football Associations (FIFA). The FIFA has ruled that regulations set up in Zurich in November 1985 will be followed during the World Cup Mexico '86.

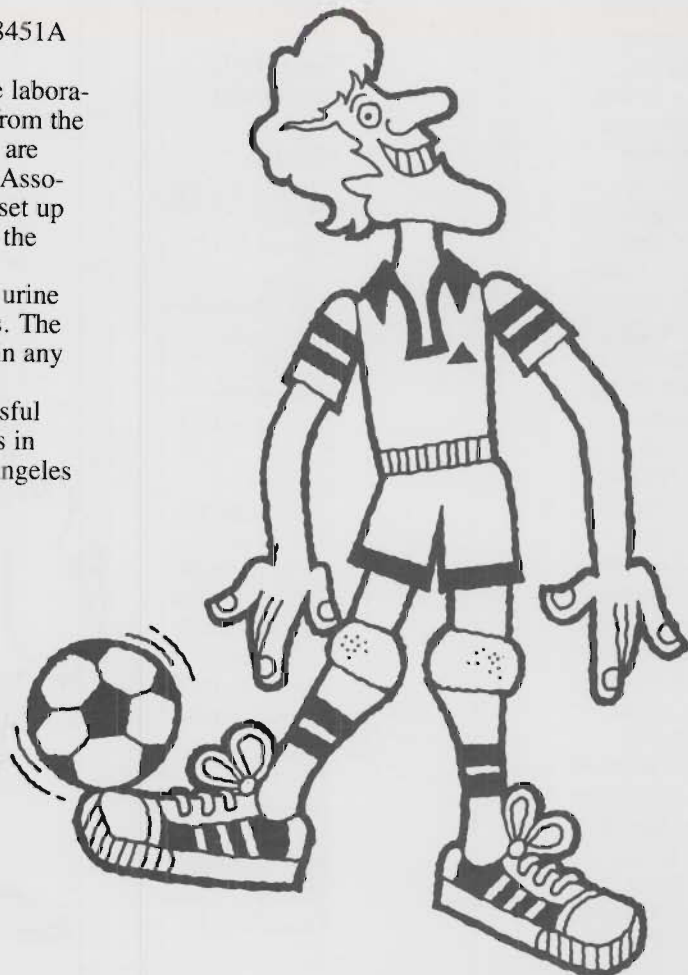
The purpose of the antidoping center is to analyze urine samples taken from the players involved in the games. The center will ensure that players do not use drugs to gain any special physical advantage during the games.

HP was chosen as a supplier because of the successful operation of its equipment at the PanAmerican games in Venezuela, the Olympic games at Munich and Los Angeles and the World Cup in Spain in 1982.

The center was officially opened on December 13, 1985. Attending the ceremony were Dr. Joao Havelange, FIFA's president; Roberto Canedo, chairman of the Mexican steering committee and Dr. Aurelio Perez Teuffer, who has the medical responsibilities for the World Cup. Present from HP were Manuel Diaz, country manager; and Jelson Ghigonetto, Latin America Region Analytical sales manager.

Mexico is the first country to be selected twice as the site for the World Cup Football Championship. The World Cup will be distinguished by two features: It will be the most advanced technological sport event ever organized and it is expected to be seen by a worldwide audience.

Other firms participating in the event are Ford Motor Company, Xerox, IBM, Kodak, Humana, Canon, Coca Cola, Adidas, and Siemens. ■





## High achievers honored at special events

**S**ales representatives in the Intercon regions who were over 125 percent of quota in FY85 were admitted to a special club for high achievers. In Canada and Australasia it was called the President's Club, and in the Far East and Latin America it was named the Winners' Circle.

To be eligible for these groups, a sales representative must demonstrate the following criteria: sales

performance, customer satisfaction, sales forecasting, teamwork, enthusiasm, leadership, and role model.

The 1985 winners were saluted by each region with special ceremonies and events. The main event was a week-long trip to a site chosen by the individual regions which included meetings and sightseeing.

The program to recognize top sales reps in 1986 will be expanded to a worldwide one. This will involve

recognizing 100% quota achievers, High Achievers, (125% quota) and the top performers throughout Intercon (Presidents' Club). All sales reps who achieve 125 percent of quota will be invited to Palo Alto and a separate remote location for a week of special events. Included will be Area Sales Managers and District Sales Managers finishing over 110% of quota.

Here are the FY85 winners:

### 1985 PARTICIPATING SALES REPS AND DISTRICT SALES MGRs

#### Australasia

David Cox  
David Smith  
Brian Lehner  
Greg Kershaw  
Graedon Frazer  
Nick Debenham  
Bruce Maxwell  
Sandra Bateman  
Shailesh Naik  
John Harvey  
Colin Scott  
Gordon Smith  
Tony Beaton  
Dave Heads  
Steve Brine  
Robert Lee  
Mike Rimer  
Ron Wilkinson  
Piers Hodson  
Jeff Herrick  
John Lipson  
Stephen Avery  
Bob Cattell  
Peter Hall  
Gregory Lister  
Frank Freschi  
Tom Pilecik  
John Antonello  
David Booth  
Danielle Segal  
Ron Christie  
Ian Johnston  
Colin Allen  
Ian Murray  
Cliff Wilkinson  
Graham Palmer  
Peter Duncan  
Yves Knezy  
Ken Stone  
Bob O'Connor,  
Keith Watson

#### Brazil

Jose Evarisio Gomes da Conceicao  
Decio Martins de Medeiros  
Roberto Cordeiro Moreira  
Sergio Abilio Tavares da Luz  
Valcir Christiniano dos Santos  
Murillo Hermes da Fonseca  
Marilena Winsch dos Santos  
Teresa Ana Buneta  
Ary da Almeida Santos

#### Venezuela

Pedro Inatty

#### Mexico

J. Diaz de Leon  
J. Mendez  
J. Perez-C  
S. Aviram  
H. Richerand  
R. le Lorier  
V. Vilchis  
J. Garcia-C  
J. Gonzalez-G.  
F. Ruiz  
G. Nava  
J. Rodriguez  
A. Palomo  
C. de la Vega  
G. C. Pecchioni  
J. Gonzalez-T.  
A. Hamid  
Ruben Berron  
Jaime Carpenter  
Munir Dabaghi  
Miguel A. Galicia  
Alejandro Larragoiti

#### HP Taiwan

Han Bin Chou  
Davis Wann







## Ground rules vary in each country

by Gordon Brown

Visit almost any assortment of HP offices or factories around the world and you'll soon discover one well-known secret of the company's success: a remarkably consistent management style and business philosophy. The very look of facilities as well as practice of internal policies and conduct of customer-related programs reflect this. Yet, on the local level, HP managements confront cultural and economic circumstances that vary across the board.

HP sales and marketing people especially, seek to satisfy customer expectations under ground rules that often differ vastly from one country to another. Perhaps nowhere is this more evident than in some of the areas representing recent HP joint ventures, such as the Peoples' Republic of China (PRC), Korea and Mexico.

In regard to these, let's look at some familiar HP terrain — the Open Door — and see how this works. At first glance, Korea has indeed what appears to be a very similar model. Even more so — no doors, no partitions, everyone out in the open. Yet, a rather high degree of formalism prevails in the use of titles, names, forms of address and in establishing the direction of work to be done. Lee Ting, manager of Corporate Development and Manufacturing for Intercontinental Operation, attributes this to a tradition of strong leadership and participation by top managers.

"In my perception," says Lee, "Korea tends to resemble Japan of 10 to 15 years ago — in the structure of industries, strong relationships with banks, and the major role of the government. But Korean industry is much less driven by a consensus of the various participants, as in Japan, than by purposeful leaders. They do the negotiating, often individually, and they are very effective in rallying the support of their people."

Dick Warmington, Intercontinental's marketing manager, echoes that observation by noting Korea's "incredible development" over the past five years.

"People will work seven days a week for months to complete an urgent task, such as doing a VLSI project in six months versus the usual 18 or so elsewhere." Heads-on competition among the half dozen large Korean conglomerates, including HP's joint-venture partner, Samsung, helps to power this kind of drive.

On the other hand, administration of business in Korea lags somewhat behind manufacturing in efficiency. Problems imposed by language is one important factor; paperwork simply takes longer. But not for lack of trying or long hours at the desk. Motto: Don't be first to leave the office at night.

Doing business in China is something else, the "something" being the fact that everybody ultimately works for the government. HP's joint venture with China Electronics Import/Export Corporation, (CEIEC) for example, is being staffed by nationals who draw their wages and benefits directly from the agency which bills HP for its share. Nevertheless, HP has good hopes and official encouragement for eventually installing a merit pay system.

In selling to a Chinese user, it is again the government — in the form of official trading companies — that serves as intermediary in arranging the purchase. How then does HP make contact with that user, especially in the critical period of selecting a product?

Various HP observers confirm that technical professionals in China resist the sense and suggestion of being "sold". For them, our sales message needs to take the form of a technical exchange or — more precisely — a "technical transfer."

Certainly, the Chinese version of reaching the user is not a western-style advertising and publicity program, (although international technical media are widely read). The most useful local medium for HP in China has undoubtedly been technical seminars. In fact, HP's 1979 series of seminars was a first in the PRC, and helped establish the company's name in the technical community. Thereafter, a continuing series of product demos, shows and visits

*Continued on page 8*

Henry Chen  
Eric Chin  
Karl Lee  
Steven Chu  
Hank Lu  
Jackson Lan  
T. K. Hsia  
Mike Chen  
Alex Lin  
C. Y. Sun  
Jimmy Huang  
Alex Huang

### Singapore

Steve Ting  
Niam Chong Loong

### Malaysia

Robert Leong  
Tan Wee Ming  
Ashley Weerpass

### Hong Kong

Thomas Pao  
Willip Wong  
Michael Lam

### Canada

Patrick Zimanyl  
Howard Shecter  
Joe Kranitz  
Don Evans  
Francois Jette  
Helene Beauregard  
Serge Bastian  
Bill Hurn  
Karen Gurland  
Pierre Pelletier  
Beatrice Masini  
Alain Lotie  
Alain Bissonette  
Newton Walpert  
Lorraine McDonald  
Nanci Hughes  
Paul Regan  
Murray Wigmore  
Allan McNaughton  
Brian Silverman  
Mike Mirolla  
Ron Birrell  
Don Hyde  
Don Coats  
Dave Rowan  
Bob Moon  
Pat Kinnaird  
Nick Bassel



## HP responds to competitive medical monitoring

Continued from page 7

including lengthy stays at U.S. divisions have kept HP in solid contact.

One piece of fallout from this has been a gradual easing of the ability to recruit talented technical people to the joint venture, as HP's presence and position become better known. That position has been further enhanced by the availability of Chinese language software as well as the recent decision to go ahead with a product-assembly operation.

In Mexico, some interesting and even amazing things are happening to HP's position since the startup of Microcomputadoras Hewlett-Packard (MHP) last year. Similar to China, this joint venture with Grupo DESC, one of the country's leading industrial conglomerates, was inspired by the government's new Industrial Development Plan.

What's amazing is that HP has soared in very short order from a so-so position as just another sales company to becoming the computer firm with the highest positive visibility in the country. Part of this, says Don Rowe, manager of the Latin America Region, arises from good timing, flexible policies and aggressive marketing. But another factor is the desire of the government to have the concept of partnerships between non-national and local industries and resources demonstrated successfully.

Manuel-Diaz, HP's country manager in Mexico heading both MHP and HPM, has implemented a strategy in which the sales of the two organizations complement each other. While HPM concentrates on direct sales and support, MHP focuses on the development of local outlets that can sell and serve beyond the reach of HPM. These outlets, primarily local dealerships of one kind or another, are critical to sales growth because of the local and small-business nature of most Mexican industry. So far, MPH has expanded the number of outlets from a starting base of six to well over one hundred. ■

## Introduction

*The Asian Initiative is a move by Critically Ill Patient Monitoring (CIPM) managers to expand Hewlett-Packard's presence in the medical market. About a year ago, Dick Myrick, who was formerly production engineer manager at Waltham was sent to YHP's marketing department as part of CIPM's Asian Initiative. Following is his account of the medical market in Japan. It originally appeared in the "Monitor" which is published for employees of the Waltham Division.*

The Japanese medical marketplace is a large one. Over the past few years, selling into this market has become more difficult, largely due to some of the same factors that affect the U.S. market. In particular, there has been tremendous emphasis on reducing the cost of health care, especially hospital care. This has resulted in administrators having as much or more say in purchase decisions than doctors, and with an emphasis on low cost products with low cost of ownership. Salesmen need to have the right kinds of products to appeal to new kinds of decision makers. Successful companies in Japan must do a very good job at:

- understanding customers' medical needs and developing equipment that meets those needs;
- understanding the need for low cost products and making sure products are available;
- understanding the need to develop relationships with administrators; and,
- quickly responding to any problems of any kind. Japanese and foreign medical companies have all been forced to respond to these changes.

Now I'd like to talk more specifically about the medical monitoring business.

These conditions have made Japan a highly competitive environment for

patient monitoring, and there is not a lot of room for smaller companies. We have three Japanese competitors, each of them is large enough so that their patient monitoring products are part of a full line of medical products. HP is the major non-Japanese company in the market.

YHP salesmen are fond of telling stories about 5 years ago when customers called and demanded that a salesman stop by to sell them HP equipment. Today HP has fewer salesmen than our competitors, and has therefore been targeting only specific markets and geographic areas. But, that's not the whole story. Our competitors have been able to respond very well to the challenges I described earlier, and in some product areas, our competitors have offerings that are equivalent in features to our own (or even better) but for a significantly lower price. HP is not the focus of competition any longer, but instead these Japanese companies are competing furiously with each other.

One more piece of information. The drive for medical cost containment I mentioned earlier has resulted in, at present, limited if any growth in the monitoring market in Japan. All of our Japanese competitors will be relying on exports to the rest of the world to maintain their own companies' growth and competitive standing. I think we will be seeing a lot more of all of them.

HP medical has already begun to respond to these challenges. For example:

- We are moving rapidly to improve our knowledge of worldwide market requirements.
- When appropriate, people are being transferred to new divisions (and new countries) to ensure that communication and understanding is maintained.
- Methods are being worked out to improve our ability to design and manufacture high quality equipment to aggressive cost goals.

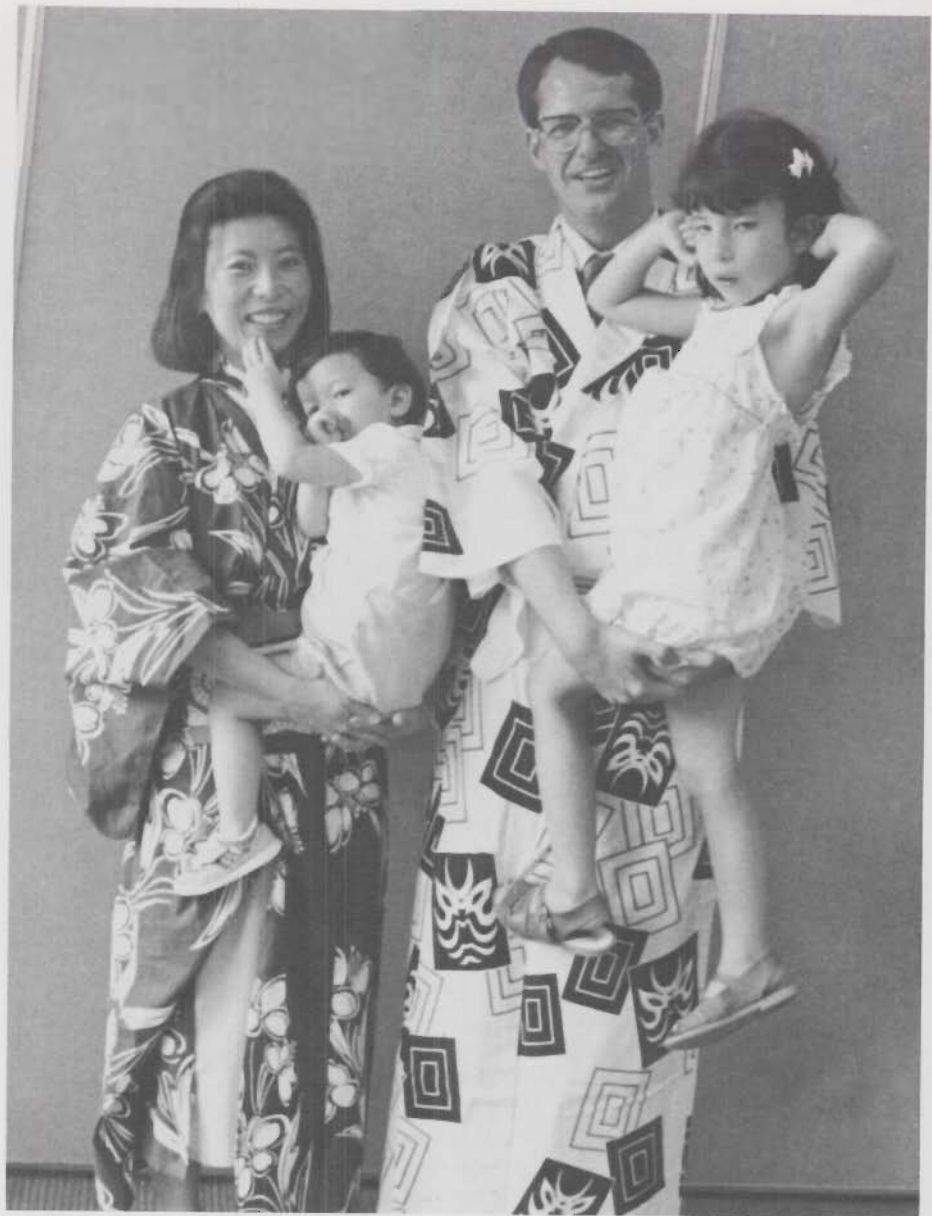
I have been trying to contribute to these goals with my own work in Japan. In conjunction with the YHP sales and marketing groups, we have identified three product areas where our



# arket in Japan



A view of YHP Medical service and Engineering.  
Above — Takahiko Yabu, Yumiko Kobayashi.  
Below — Satoshi Yamada.



The Myrick family in traditional Japanese dress (l-r), Janet, Steven, Dick and Amy.

own product lines need to be enhanced — medical telemetry, low cost monitors, and local language capability. We now have detailed proposals in the first two areas, and hope to be able to move very quickly to the introduction of some new products. We expect to use Asian manufacturing and design facilities to speed things along. Medical equipment in the local language is an important selling point everywhere in the world. Japanese is one of the more complicated languages to provide — it

uses three different character sets, two phonetic character sets (64 characters each) and one set that is pictorial, like Chinese characters (about 7000 characters). In addition, it is generally not possible to type even the phonetic characters into our software development systems. It has been necessary to set up a special translation support system to solve these problems. We will have completed our first Japanese language product translation by the time you read this article.

I'd like to finish with two thoughts.

The first is that, as you can tell, I think that we should take the Japanese market place and our competitors very seriously. This is not a good time to concentrate on the same old way of doing things. Second, HP really is an international company, with people of the highest caliber in many locations. If we are careful and consistent as we develop international marketing and technical strategies, we'll do just fine. ■



## Victor Ang heads new ASEAN area



Victor Ang

**I**ntercontinental's Far East Region has created a new area called ASEAN. It corresponds to the geographic territory represented in the existing ASEAN (Association of South East Asian Nations) organization, established by six countries in Southeast Asia primarily for trading purposes. ASEAN includes Singapore, Malaysia, the Philippines, Brunei, Thailand and Indonesia.

Victor Ang, general manager of sales and support activities in HP Singapore and for HP Malaysia, assumes responsibility for HP's sales and support activities in the new ASEAN area. "Despite the current slow growth in the ASEAN nations, I expect to see a growth rate of 20 to 30 percent per annum over the next 10 years," he said.

The rapid growth of HP's business in the ASEAN countries as well as in the rest of the Far East has made it increasingly difficult to manage all these countries effectively from the region headquarters in Hong Kong. Delegating part of this responsibility to Singapore is in keeping with HP's policy to decentralize as much as possible. In addition, grouping the ASEAN countries around two strong subsidiaries within the area will enable HP's distributors to benefit from closer operating relationships with their HP subsidiary neighbors.

Singapore has been chosen as the hub of the ASEAN organization because of the strong sales and support organization on the island. Further, the Regional Response Center and the Regional Parts Center are both located in Singapore.

The Service Executive Program which will begin in July is another function that will be located in Singapore. This

program will enable executives from all over the region to meet to discuss the latest trends in information technology. Other functions operating from Singapore are application engineering, total quality control, training and development, components marketing and board test marketing.

ASEAN includes two HP subsidiaries in Malaysia and Singapore and four distributors in the Philippines, Brunei, Thailand and Indonesia. Online Advanced Systems Corporation has represented HP in the Philippines for 11 years. Komputer Wisman SDN BHD in Brunei is the newest distributorship in the area having signed with HP in July 1985. Unimesa Company Ltd. has represented HP in Thailand for 14 years and Berca Indonesia P. T. has been with HP 12 years.

Other appointments to the ASEAN organization include Jimmy Tan, Paul Chan and Khoo Teng Liat who have all been named marketing sales support managers. Jimmy will work with distributors in Indonesia, Thailand and the Philippines. He will be responsible for developing and managing HP's sales and support business for all disciplines in these countries. He will also develop business for all disciplines in these countries.

Paul will be responsible for HP Singapore Sales and Khoo will be responsible for HP Sales in Malaysia. Paul will also continue to be country sales manager as well as marketing manager. He also will have responsibility for AEO and CEO. Khoo will continue to be country sales manager for Malaysia. ■



# Challenges for all of us!

by Alan Bickell

## Let's Capitalize on Spectrum!

**D**uring the week of February 24, Hewlett-Packard introduced the first members of the Spectrum family, the new 900 series processors (the 930 and 950) for the HP 3000. Along with this, the HP 3000 series 70 was introduced, as well as significant new additions to our software offerings in the areas of data base management and optimizing compilers. With the introduction of these systems, we have made the first of what will be a continuing series of new product announcements coming out of the Spectrum project.

We have clearly demonstrated our ability to apply RISC concepts, advanced VLSI technology and breakthrough achievements in operating systems and compilers to provide scalable precision architecture and systems environment that will serve our customers well into the 1990's. Our proven ability to migrate existing 3000-based systems directly in emulation mode onto the 930 and 950 is impressive indeed, and of major interest to our customers.

My message is really a simple one. These products offer great promise for the *future* and should reassure our customers that a growth path is available to them. But, our focus must be on today's business. We need to continue to expand our installed base. This suggests continued emphasis on entry level systems centered around the HP 3000 Series 37. We can then upgrade these over time into larger systems and networks. Another important opportunity for us in the short run is Series 70 upgrades on the HP 3000 Series 68. This is an extremely cost-effective solution to many customers' problems. The trade-in policy established for the Series 70 against 930 and 950 systems is very attractive and protects our customers' short-term investments.

I want to be sure that we focus on meeting quota, and that we understand that it is great to talk about the products that we will have available in the future, but it is extremely important to realize that we must close sales today that will result in shipments for the company during FY'86. Let's be sure that our marketing and sales efforts focus on this point.

## We Need to Improve our Sales Skills!

We need to be sure that our field sales and applications engineering team members are fully capable of discussing HP product features in detail, and are fully conversant with and able to compare and exploit our strengths against those of our competitors — and win sales as a result. If our competitors are beating us, it is because they know more about their products and ours, and are able to deliver a stronger sales pitch.

I think this is true across all of Hewlett-Packard's product lines, and is particularly damaging when we come up against specialized competitors which have a narrow niche, such as computer-aided design, or office automation. My challenge to marketing center and region general managers is to dramatically increase the level of field technical exper-

tise in parallel with a more aggressive training program in the areas of sales technique and management. Let's get aggressive!!

## Country Business Plans are the Key!

Value added programs have been a center of focus for us for several years. We now need to be sure that these programs integrate overall into a longer term plan for each of our countries. I recently attended Walt Sousa's first quarter country reviews in Hong Kong. As part of this process, Walt had asked each of the country general managers to present their first pass at an overall country business plan. Although the method of presenting the plans varied greatly country-to-country, a lot of excellent ideas were presented, and a good deal of progress was made as a result.

The economies of each of the countries we serve are different in many respects; therefore, the market for Hewlett-Packard products is not consistent, country to country. The process of business planning starts with the *marketplace* and the *customers* we expect to serve. In general, we are attempting to categorize the various economic activities in a country into businesses, measure these in terms of growth potential, and then map over this a picture of HP's product plans to identify areas of best fit. Obviously where HP product plans match well with country economic activities, we have the best possible opportunity of strong participation in the market and a significant market share.

In the past, we have relied entirely too much on macro-economic data and generalized forecasts, largely based on extrapolations of historical financial results. Our future focus has to be on business plans which start with the marketplace and identify the necessary activities, resources investments, issues to be solved, etc., that if effectively carried out will give Hewlett-Packard a preemptive position in its markets of choice.

Marketing centers play a key role in this, as they represent extensions of HP's business units into our regions, and are therefore key team members in ensuring that a good understanding of our products and our future business plans is overlaid on the country market data. Our Corporate Intermediate Range Planning process (IRP) which is led at Intercontinental by Lee Ting will also take a similar approach, much more focused on strategic issues and their solutions.

## Local Language Products will give us the Advantage!

In the next several months we will be introducing products in the Asian market which, for the first time, will provide full local language capability. I don't want to make a pre-announcement at this time, so I can't be specific. Let me simply say that we have been hard at work with a number of hardware and software projects which will provide Hewlett-Packard a much stronger product position in the office automation, individual personal productivity and inte-

*Continued on page 12*



*Continued from page 11*

grated information management marketplaces in Asia. We need to be sure that as these product offerings are rolled out that we capitalize on them through our marketing and sales efforts.

We have an opportunity to be a leader. Let's not lose it. Throughout the corporation a considerable amount of effort has been focused on improving the effectiveness of our product offerings in markets which require local language support. The recent establishment of the hard copy operation by the Peripherals Groups, under the leadership of Bill Rumold in Tokyo, is a perfect example of this. Bill's organization will concentrate on providing printing and plotting products for the Asian market which have full local language capability.

### **We are All Involved!!**

There is a lot going on, perhaps more than any of us fully realize. We have a good team. We have made some very significant investments in value-added activities. The corporation is supporting us with hardware and software products that meet our specialized language requirements. We are starting to show the benefits of these investments. Frankly, we need to do a lot better, and that is my challenge to you!!

Our territory holds great promise for the company, now and well into the future. We need to be sure that each of us recognizes this opportunity and our personal responsibility to help the corporation achieve the fullest possible degree of success in our marketplace. That includes the very important role played by our manufacturing activities, as they strive to provide the products that are required for the development of local markets, as well as to function in a highly cost-effective manner as part of Hewlett-Packard's worldwide manufacturing activities.

Let's get going. We need a greater sense of urgency. We are far too complacent. Our quota for FY'86 is really going to be extremely difficult to meet, yet it is imperative that we do. There is no room for complacency. Everyone has a role to play!! ■

*"Increases competitive position"*

## **Vectra being introduced too**

Vectra, Hewlett-Packard's first computer designed to be IBM compatible, is being introduced throughout the Intercontinental regions. The Canadian announcement was made in September along with the U.S. introduction. Australia, New Zealand, the Far East and Mexico launched the new Vectra in November. The Latin American region is scheduled to announce Vectra from February through May.

According to Juan Montermoso, Intercon's market development manager for the ISN sector, the introduction in Latin America was delayed because "we wanted to position our total solutions and we wanted to have a localized Spanish product available."

Juan listed three criteria for Vectra's introduction in the regions: Availability of marketing literature, completion of training the sales force, and quick delivery of units. In order to meet these criteria, Vectra's introduction has been scheduled over several months in the Intercon regions.

Introduction teams in the regions were supplemented with speakers from the U.S. . Bob Puette, general manager of POD and Ed Muns, general manager of the Colorado Networks Division assisted the Australasia teams. Cyril Yansouni, vice president of PC development, and Dennis McGinn, group marketing manager for Network and Peripherals supported the Far East teams. The events in each region included a press conference and demonstration; sales force updates, account visits and seminars; and press interviews.

In addition to the introductory events, Intercon personnel traveled to the regions to work with dealers prior to the introduction. Participating in these activities were David Garcia, PC marketing manager; John Chua, retail marketing director; Greg Ruff, field marketing manager; and Tex Schenkkan, office automation markets manager.

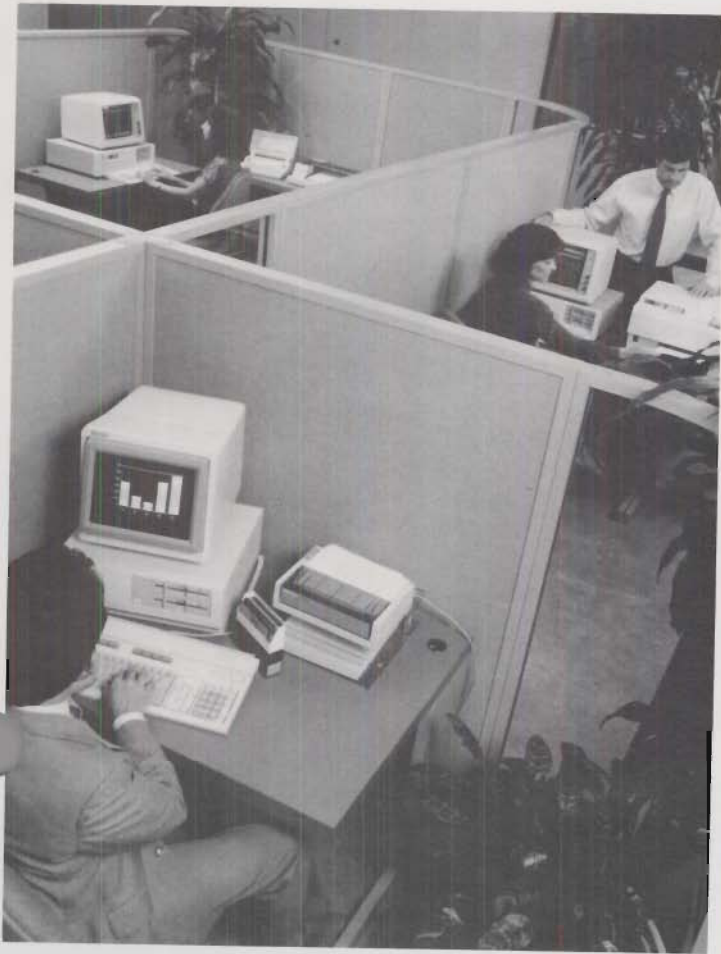
Vectra PC features up to 30 percent faster processing speed than the IBM PC/AT; high-resolution text and graphics for both its color and monochrome monitors; an improved keyboard for faster, easier data entry, and other features. In addition, it is priced 20 percent lower than IBM's PC/AT entry-level system. It also weighs 30 percent less and occupies 30 percent less desk space than the AT.

David Garcia, said, "Vectra has increased our competitive position in Intercon by allowing us access to the wide range of English and local language PC/AT software and hardware. We now offer a broader solution set allowing us to penetrate new vertical markets and accounts which were previously IBM strongholds."

The Vectra PC is targeted initially for the office, but it also will have broad application in other traditional HP mar-



## ugout Intercon



*HP Vectra and HP Touchscreen II personal computers meet different needs in an office environment. Vectra's modular design and IBM PC/AT compatibility allow a broader array of hardware and software configurations to meet specific user needs. The Touchscreen II PC combines the functions of a block-mode graphics terminal and personal computer at a lower price.*

kets, including engineering, instrumentation, manufacturing, medicine and chemical analysis.

Along with Vectra, HP is packaging its new AdvanceWrite word-processing software, written specifically to capitalize on Vectra PC's power and special keyboard.

The Vectra PC can serve as a stand-alone workstation or it can be networked to more powerful HP computer systems, including HP 1000 real-time manufacturing systems, HP 3000 general-purpose business systems and HP 9000 engineering workstations.

With HP OfficeShare, HP's new local-area network, Vectra PC can be networked with HP Touchscreen PC's and with IBM PC's, minicomputers and mainframes. ■

## Be alert to chances!

*by Sy Corenson*

**I**wonder how many of you have met or heard of someone you have known in the past in a most unexpected way or place? It has certainly happened to me. Some time ago, I found myself standing in a Singapore airport behind an economist I had worked with in the U.S. 20 years earlier. Another time I sat down immediately beside Skip Law from HP corporate construction in a Buenos Aires hotel cafeteria, when neither of us had prior contact in months. While walking along the historical breakwater of Cartagena, a complete stranger, whom I told that I lived in California, asked if I knew Bob Brunner (retired HP Instruments Group Marketing manager.)

These are just a few of the seemingly coincidental "meetings" that I can cite. But I suspect each of you have had similar experiences, perhaps more than I. The point is that for every one of these situations, there must be many that almost happen. Some unidentified writer called this, "Shadows that pass in the night."

What causes this phenomena? Some attribute it to fate, karma, or whatever it is called in a particular part of our world. Others give it a religious explanation while still others are convinced astrology or even superstition are the answers. Perhaps some scientist in the future will be awarded a Nobel prize for solving the riddle. What does this have to do with us and with Hewlett-Packard, and what can we do to influence the beneficial results of coincidental happenings?

I would be willing to wager that every one of us in our daily work has opportunities to influence similar "coincidental happenings." These are not just chance happenings, but the matching of problems or challenges with suitable solutions. Both are generally within our grasp, but for us to wait or hope that they happen by chance is slow and wasteful.

The answer should be obvious — all of us can do a lot to recognize that these opportunities exist. It really starts with knowing our jobs well and doing the very best we can. However, a close partner to job competency is our ability and willingness to sense, receive, absorb and use information. Perhaps a better term for this process is "staying alert." Keeping one's eyes and ears open is not enough. Relating visual and audio information to job situations can be very rewarding to each of us, individually, and to Hewlett-Packard. And, we can avoid the loss of one of the many opportunities that frequently surround us. ■



## Newsbriefs

### New Sales Offices

HP continues to add new sales offices in the Far East. During November the Nagano sales office was opened in Okaya-city in Nagano, Japan and the Shizuoka sales office was opened in Hamamatsu-city. In addition, a YHP training center was established in Tachikawa-city, Tokyo in November.

### Contest Winners

All 32 students who participated in HP Singapore's Technology quiz in November were winners. The first-year students from junior colleges throughout Singapore received HP calculators. The college represented by the top student received an HP 150C, disc drive, ThinkJet printer, HP plotter and software. Toh Ming Hon, engineering section manager of the HP Singapore Components operation was the leader of the technology quiz committee.

### China Super Bowl

The first Super Bowl televised in China was shown by China Central Television on March 9. HP had a 20-second commercial on the show which was viewed by approximately 300 million people. The National Football League granted exclusive rights to televise the Super Bowl in China to T.L.I. International Corporation located in Chicago.

### Executive Tour

HP Taiwan hosted a group of 32 American CEO's and 28 Time magazine executives in October. The group visited the Nan Ya Printed Circuit Board factory. Happy Holden gave a 15-minute presentation about the background, process, and outcome as well the status of the corporation. After the presentation, Holden led the group on a 30-minute factory tour.

The newstour is arranged and organized by Time magazine once every 10 years. The purpose of the tour is to give the U.S. business sector a better understanding of the industrial development, economy, growth, culture and political situation in the South Eastern Asian developing countries.

## Newsmakers

### Far East

**Chung Choon Leong** has been named customer engineer manager for Singapore. He has an Electrical Engineering degree from the University of Singapore. Choon Leong joined HP in April 1980. He has served as a staff engineer, sales representative, and for the past three years as district sales manager.

Reporting to Choon Leong are **Loi Boon Lim**, **Paul Tham** and **Chow Tat Keong**. Loi is responsible for all bench repairs in PT 01 and the PT 02 field repair center. Loi has also been named support marketing manager.

**Paul Tham** has been named CEDM for technical computers and PT 11 and **Chow Tat Keong** is CEDM for commercial computers.

**Philip Chua** has succeeded **Chung Choon Leong** as sales district manager for the Commercial/Petroleum district. Philip worked at the HP Singapore division before transferring to sales three years ago. In November 1984 he was promoted to a senior sales representative.

**Ridzwan Abdullah**, who has been support manager for Hewlett-Packard Singapore/Malaysia has been named marketing manager. He has also taken on the responsibilities of district sales manager for MCG, EIG and DSG products.

The team interfacing with the ASEAN distributors is **Leslie Lay** and **Virginia Sipiery**. Leslie has been appointed admin manager for ASEAN as well as for HPSS and HPSM. Virginia is currently public affairs manager for Singapore and Malaysia and will have similar responsibilities for the ASEAN distributors.

**Glade Nelson** has been asked to take on the training responsibilities for China Hewlett-Packard in Beijing. He will develop and complete a CHP training center which will be equipped with the necessary tools for both management and technical training needed in the different operations within CHP. Glade will help to define a development program tailored for advanced management training and will be responsible for implementing CHP specific and general English language classes.

**Roland Goh** has been appointed personnel manager for CHP in Beijing. He joined HP as materials manager in 1981 and was named compensation manager for HP Singapore in 1983. Roland received a B.S. degree from Singapore University, and has had additional training in business, marketing and personnel.

The new director of marketing, sales and support for HP Taiwan is **Ho-Ming Huang**. Ho-Ming joined HPT in 1977 as a sales engineer. Since then he has been a district manager, instrument sales manager and director of marketing. Ho-Ming has a B.S. in Electronics Engineering from Chiao Tung University in Taiwan.



Ho-Ming Huang



Shaw Gang Yang



Wayne Chan



Edwin Lo



Thomas Pao



John Lai



Jair Pianucci



Bill Creel



Roland Zwicky



Elvira Sidhu



Jennie Thompson



**Shaw Gang Yang** has been named area sales manager for HP Taiwan. Shaw started at HPT in 1979 as a sales rep and in 1982 was named district sales manager. He received a B.S. in Computer Science from Chung Yuang Christian College in Taiwan.

**Wayne Chan's** new assignment is area sales manager for HP Taiwan. He joined HPT in 1977 as a staff engineer and has held numerous positions ranging from field engineer to his current position. Wayne has a B.S. in Electronic Engineering from the National Chiao Tung University in Taiwan.

**Terry Cheng**, marketing development manager for HP Taiwan since 1983, has been named operations manager of Hewlett-Packard FPG Ltd. (HPFG), the joint venture between HP and the Formosa Plastic Group's Nan Ya Plastics Corporation in Taiwan. He joined HP Taiwan in 1979 as an instrument sales engineer, later serving as major account manager and district manager for computers. Cheng holds a B.S. in Electronic Engineering from National Chiao Tung University in Taiwan.

**Andrew Lee** is the new sales manager for the Southern Sales area of China headquartered in Shanghai. He joined the PRC operation in 1982 as a field engineer and was promoted to district manager approximately a year later. Andrew has been responsible for PRC sales and marketing in Hong Kong.

**Edwin Lo** has been named commercial DM for the PRC Southern Sales area. Edwin came to HP with more than six years experience in the computer field. He has been with Hong Kong sales for the last three years.

**Fushing Pang** joined Intercon in February as the new China Analytical manager for Intercon. Fushing comes to HP from Raychem Corporation where he was sales manager for the China territory. He also has had experience as an energy engineer and as a process engineer. Fushing has a B.S. in Chemical Engineering from the National Taiwan University; an M.S. in Chemical Engineering from the University of Illinois; and an M.B.A. from the University of Chicago. Fushing will relocate to China from Intercon headquarters in July.

**Thomas Pao** will now be responsible for the market development role of Information System Group (ISG) together with the Marcom Group in Hong Kong.

Thomas first joined HP Hong Kong as Personal Computer Group Manager in 1984. He gained a B.Sc. degree from Hong Kong University in 1976 and after a short period of teaching joined IBM in a market planning role. Before joining HP, Thomas gained four years of direct computer sales experience with Dataprep and NCR

**John Lai** is now District Application Engineering Manager, responsible for direct commercial System Engineer operations.

John joined HP Hong Kong in 1983 as Senior System Engineer. Prior to joining HP Hong Kong, he gained SE experience with IBM Hong Kong and IBM Canada.

John graduated from University of Toronto in Canada with a Bachelor's degree in Applied Science and a Master's degree in Business Administration.

**Jack Lee** has been named managing director and general manager of HP Hong Kong. He is replacing Clive Ainsworth who has accepted the position of finance and administration manager for the United Kingdom sales region based in Bracknell. Jack joined HP in June 1983 as sales manager for computer systems and was promoted to sales and support manager for all disciplines in November 1984. Before joining HP, Jack had ten years experience at IBM with various responsibilities in the sales, marketing and administration areas. He holds a bachelor's degree in Economics from the University of Hong Kong.

## Palo Alto

The new Latin American marketing/communications manager is **Elvira Sidhu**. She joined Intercon in June, 1985 as marketing/communications coordinator for Latin America. Elvira received a B.S. in Biomedical, a B.S. in Math, and an M.B.A. from Stanford University.

**Jennie Thompson** has been named personnel manager for Intercon headquarters. She joined HP as a secretary in 1973 for Midwest Sales. Jennie held various positions with the sales organization before she came to Intercon in 1979 as a credit supervisor for export marketing services. Jennie started in the personnel department in 1981 where she worked on the installation of Intercon's personnel system. She is working toward an A.A. in Business Administration.

## Latin America

**Aaron Storms** has been named Total Quality Control manager for Mexico. Aaron joined HP in 1973 as a service engineer and held several positions with HP before he was named TQC manager in 1985. Aaron has an engineering degree in Communications and Electronics and is a member of the Instituto Mexicano del Petroleo.

**Jair Pianucci** is the new personnel manager for the Brazil Personal Computer operation in Campinas. Jair started with HP's sales office in Sao Paulo as a personnel administrator. He transferred to Campinas in 1979 as a personnel administrator and was promoted to personnel manager in August 1985.

**Bill Creel** has been promoted to admin manager for HP Venezuela. He will have overall responsibility for the subsidiary's administrative operations. Bill holds a B.B.A. and an M.B.A. from the University of Michigan. He started at HPV in 1981 as an accounting manager and was promoted to finance manager in March, 1985.

## Canada

**Ross Marsden** has been appointed personnel manager for the Canadian region. Ross has been in the computer industry 20 years and has experience in sales, sales management, product management, and sales training. He joined HP in February, 1977 as a sales representative in the Mississauga (Toronto) office. In 1979 he was promoted to district sales manager in Edmonton. He was subsequently named branch manager, Edmonton; district sales manager, Mississauga; and regional sales manager, Medical.

**Andre Wolder** is the new personnel manager for the Canadian Sales Company. He will be responsible for all personnel matters in sales forces 03 and 04 and will be considered to be part of the staff of Arnold Nicholson, Canadian region sales manager, and Ross Marsden. Andre has been a field engineer, district sales manager and branch general manager.

**Roland Zwicky** recently transferred from the Loveland Instrument Division to HP's Panacom Automation Division where he will be the new marketing manager. Roland joined HP in 1972 as a sales support engineer for Intercon. He holds an E.E. degree from the University of Toronto.



# Intercon service awards announced

Intercon employees were honored for their long-time service with various events in the regions during 1985. Here are employees who accumulated 15 or more years with HP.

## Palo Alto

15 years

Carol Welch

20 years

Joan Hodgkins

25 years

Larry Amsden

30 years

Stan Whitten

## Argentina

15 years

Ernesto Martinez

Antonio Ramirez

## Australia

15 years

Roy Armour

Doug Cheeseman

Gordon Smith

Lloyd Scott

Elizabeth Wingard

20 years

Les Lawrence

## Puerto Rico

15 years

Felix Lopez

20 years

Lou Castillo

## Singapore Sales

15 years

S. Soin Singh

## Canada

15 years

Phil Gilbert

Dick Marino

Bill Scott

Marcel Marcil

Rocco Longo

John Roussos

Don Lacey

Clive Warren

Peter Tamminga

20 years

Norma Truesdell

25 years

Dave Gibbs

Bob Sayliess

## Japan

Congratulations to YHP! They have 244 employees with 15 years service. The sheer number overwhelmed our space limitations in INTERCOM; however, we congratulate each of you for your service and loyalty to YHP. Following are the names of employees who have been with YHP 20 and 25 years.

20 years

Hajime Takagi

Yoshiaki Tsubota

Hiroshi Nagayama

Masami Yanase

Minoru Fukushima

Yoshio Kazama

Yoshio Hiruma

Masakatsu Shida

Kazuo Nomura

Shogo Ito

Yoichi Matsuzaki

Tomio Morita

Kenji Uto

Fumio Ozawa

Kenichi Sugimoto

Yasutomo Fujishima

Masaru Muto

Kazuo Hamanaka

Kotaro Furukawa

Heihachi Sato

Katsue Kushida

Kazunori Shibata

Makoto Shimizu

Yoshio Sato

Kazuya Noda

Masatoshi Ishikawa

Miharu Morita

Yaeko Matsuo

25 years

Shigeki Mori

Tomo Matsuzawa

Shigeo Mikami

Teruo Sugawara

Toshio Ando

Matsuji Tezuka

Hideo Utsumi

Ichiro Aoki

Takanori Hatakeda

Sumio Sakamoto

Shigeru Nameki

Toshio Shimono

Keiji Shiga

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